



# COUNTY OF LOS ANGELES

## DEPARTMENT OF HUMAN RESOURCES

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**MICHAEL J. HENRY**  
DIRECTOR OF PERSONNEL

April 19, 2006

To: All Department Heads

From: Michael J. Henry  
Director of Personnel  
*[Signature]*  
David E. Janssen  
Chief Administrative Officer

*[Signature]*  
Jon W. Fullinwider  
Chief Information Officer

Subject: **IMPLEMENTATION OF AN ENTERPRISE-WIDE PERFORMANCE  
MANAGEMENT SYSTEM**

In March of 2005, the Board of Supervisors approved the updated version of the County Strategic Plan. Goal 2, Strategy 2, addresses our organization's need and desire to re-design the County's current performance evaluation system.

We are pleased to announce that the Department of Human Resources, under the direction of the Guiding Coalition, has begun the design and implementation of an automated, enterprise-wide, results-based approach to individual performance management. The approach supports ongoing strategic and workforce planning in the specific area of performance measurement; is consistent with "Performance Counts!"; and is expected to increase the effectiveness of performance management in the County of Los Angeles.

This strategic objective focuses on three major areas: (1) what the employee is expected to deliver in terms of products and services (i.e. a description of the employee's job) (2) what the employee must do to achieve acceptable job performance, including work behaviors, and (3) the alignment of the job with County and/or departmental goals or desired outcomes. DHR staff will facilitate focus groups that will develop the content of the work plans for the County's 60 largest classes, representing approximately 50% of the County workforce. At the same time, select departmental staff will attend a two-day group facilitation training for the purpose of conducting focus groups within their respective departments. DHR will provide the necessary training for selected members of your staff. Inherent in the focus group process is a collaborative effort between departmental staff and union representatives. DHR has contacted all labor organizations to communicate the depth and scope of the project and to solicit their participation in the process. A memo with detailed information regarding this training will follow.

*To Enrich Lives Through Effective and Caring Service*

The Guiding Coalition identified the revision of the performance management system as an important strategic issue for the County of Los Angeles. For that reason, each department is expected to participate in the successful implementation of the enterprise-wide initiative by reinforcing its importance to staff and by devoting the necessary resources to facilitate its implementation. DHR has communicated these plans to all labor organizations and will begin contacting departments in April and May to begin implementing plans for data collection, training and rollout.

Currently, DHR is meeting with ISD and CIO to identify the County's needs with respect to an automated performance management system. Once these needs are identified, we will determine whether to purchase a system or build one in-house. Because this project is Countywide, we recognize the need for every department to add input regarding the components of the automated system. Therefore, we are inviting you to select two (2) members of your staff to participate on the project's System Design Committee. The employees you choose should have some familiarity with your department's computer systems and a background in human resources issues such as classification, job analysis or performance measurement. Members of this committee will help develop the business requirements for an automated system, and review responses to the RFI and RFP, should we decide to purchase a system. Using the attached form, please submit the names by April 28, 2006, to Rochele Griffin, at [rgriffin@lacdhr.org](mailto:rgriffin@lacdhr.org), or you may call (213) 639-6735.

If you would like additional information regarding the new performance management system, you may contact Bruce McDonald, Principal Analyst, at (213) 738-2124 or Rochele Griffin, Human Resources Analyst, at (213) 639-6735. Both will be happy to answer your questions.

MJH: DEJ: JWF  
TJH:LT

Attachment

c: Each Supervisor  
Administrative Deputies  
Personnel Officers

### Performance Management System Design Committee Form

Please use the form below to identify 2 members of your staff to participate on the System Design Committee. The employees you choose should have some familiarity with your department's computer systems and a background in human resources.

Name	Title	Work Number	Email Address
1.			
2.			

Please submit the names by April 28, 2006, to Rochele Griffin, at [rgriffin@lacdhr.org](mailto:rgriffin@lacdhr.org), or you may fax the information to (213) 738-6061. Orientation meeting is scheduled for May 1, 2006. Time and location to be determined.